

**Hamilton Health Sciences
Board of Directors**

**Open Session
Minutes**

DATE: June 21, 2022

TIME: 3:00 to 6:00 PM

LOCATION: Via Zoom

IN ATTENDANCE: Dave Lazzarato (Chair), Robert Galaski, Bill Laidlaw, Scott Maki, Andrea McKinney, Jane Milanetti, Keith Monrose, Dr. Allison Sekuler, Hila Taraky, Shirley Thomas-Weir, Mary Volk, Debbie Zimmerman, Dr. Smita Halder, Kirsten Krull, Rob MacIsaac, Dr. Deepak Dath, Dr. Michael Stacey, Michael Campbell (General Counsel & Corporate Secretary), Tanya Cunliffe (Recording Secretary)

GUESTS: Michele Beals, Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Donna LaForce, Michele Leafloor, Aaron Levo, Neil Johnson, Ted Scott, Bruce Squires, Pearl Veenema, Dr. Alexandra Papaioannou, John Pryke (KPMG)

REGRETS: David Collie, Catherine Gaulton, Dr. Paul O'Byrne

1. Opening

The Chair noted that Dr. Alexandra Papaioannou and Leslie Gillies would be presenting the Quality Board presentation on the Regional Geriatric Program in the open portion of the meeting.

1.1 Quorum

Meeting quorum was established.

1.2 Declarations of Conflict of Interest

There were no conflicts of interest declared.

1.3 Adoption of the Open Agenda

It was moved by Shirley Thomas-Weir and seconded by Mary Volk that the Board adopt the Agenda for the open portion of the meeting as distributed.

CARRIED

1.4 Approval of the Minutes from the June 2, 2022 meeting

It was moved by Bill Laidlaw and seconded by Keith Monrose that the Board approve the open minutes from the June 2, 2022 meeting as distributed.

CARRIED

1.5 Chair's Remarks

There were none.

2. Education Session

The Chair invited Dr. Alexandra Papaioannou and Leslie Gillies to present on the Regional Geriatric Program.

2.1 Quality Presentation: Regional Geriatric Program

Dr. Alexandra Papaioannou and Leslie Gillies presented on the Regional Geriatric Program, a comprehensive, coordinated system of health services for the elderly within our region with a focus on collaboration, clinical service and education. Leslie Gillies shared that HHS is one of 11 Geriatric programs in the region. Dr. Papaioannou provided highlights of the Senior Friendly Care Framework and outlined the 7 guiding principles. The Board heard that 52% of HHS adult inpatients and 60% of adult ED admissions are over the age of 65. An overview of the patient journey, available resources for geriatrics and how frail seniors can be supported at HHS was presented.

3. CEO Report

The Chair invited Rob MacIsaac to present the CEO Report.

Rob MacIsaac reflected on the last 12 months, providing an overview of what HHS has been through and what we have achieved during a challenging year for HHS and healthcare as a whole. Rob acknowledged that there had been a difficult wave of Covid to contend with, there were pressures around staffing shortages and the burden of disease in the community was more pronounced this past year.

Despite the challenges, Rob acknowledged and celebrated a year of solid accomplishments for the whole team advising that there is a lot to be proud of. It has been a milestone year in our history and we are in a better position today to deal with some of the challenges coming forward. The Board heard that the progress being made on many fronts is setting HHS up for success.

Rob provided highlights of the past year which can be found in more detail in the Community Report, including the Nursing Intern Program, the acquisition of a state of the art radiation therapy machine which is the first in Canada, the designation of "Choosing Wisely" Organization in recognition of our work in reducing unnecessary tests and treatments, and receiving government support for our Internationally Educated Nurses Program.

On November 28, 2021 HHS celebrated its 25th birthday, an important milestone to celebrate on our journey to bring most of the hospitals in Hamilton around a common vision. A vision, that Rob shared, he felt, had been achieved.

Rob shared that HHS had been the recipient of two Trillium Gift of Life Awards for leadership and facilitation of organ donation. HHS also received a designation as one of the Hamilton Area's Top Employers and also received a Top Employer for Young People in Canada Award. The Committee heard that in April 2022, HHS joined its partners, St. Joe's and McMaster, in signing the new Hamilton Charter for Promoting Gender Equity in Healthcare.

Other highlights included receipt of \$5M in funding from the Ontario Government and a green light to planning for the expansion of HGH Emergency Department and redevelopment of JHCC. Other items of note included the commencement of construction for the rebuild of West Lincoln Memorial Hospital, volunteers were welcomed back on site for first time since the beginning of the pandemic and HHS acquired 90 new pieces of medical equipment through the Medical Equipment Services Agreement.

On June 4, 2022 HHS saw the successful launch of Epic which, Rob shared, is by far our organization's biggest achievement. The early benefits being seen from Epic include: patient information easily shared with other hospitals and 35 0000 record exchanges have occurred since implementation. Patients and families are seeing benefits of Epic and MyChart using the patient portal. Rob advised that the next stage of focus is to stabilize the system and then move to optimize the system.

Rob invited Aaron to provide an overview of the annual report. Aaron shared that most hospitals are moving to online for their community report and this year. HHS's Community Report was delivered to the Board in an online version only. Aaron advised that Social Media and other advertising would follow within the community so that people know where to find the report online. Aside from the Innovation Report, Aaron advised that there is also a link for the Environmental Sustainability Report that can be accessed.

Rob provided an overview of the 8 corporate projects that occurred this year, which have been reported regularly on at Board meetings. Rob shared that 2 of these projects, involving the Remote Work Policy and finalization of our approach to Medical Assistance in Dying, will finish this calendar year and will be implemented next calendar year. The 6 remaining projects will be renewed for 2020-24, including focus on workforce planning, Equity Diversity and Inclusion, and post Covid recovery strategies. The scopes and milestones of those projects will be reviewed and revised based on progress made and will be brought before Board for an update.

As a result of challenges from pandemic, Rob acknowledged that HHS is forced back into a holding pattern with respect to In-Year Objectives and Rob reminded the Board that the explicit objective that was set was to at least be stable which was largely accomplished.

COMMITTEE REPORTS

4. Audit Committee Meeting – June 9, 2022

4.1 Appointment of External Auditors, 2022 06 AC-008

Rob Galaski reminded the Board that in November 2020, the Board of Directors approved Management's recommendation to extend the current engagement of KPMG for a 3 year period beginning fiscal 2021/22. The Audit Committee believes that KPMG continues to meet expectations based on their expertise gained from their large hospital client breadth in Ontario and positive working relationship with HHS staff.

The Board heard that total professional fees for the annual audit of the financial statements for fiscal 2021/22 are essentially flat, not including a one-time set of fees for COVID-19 financial reporting, which has already been accrued.

The following motion was moved by Rob Galaski and seconded by Bill Laidlaw:

THAT the Board of Directors recommend the appointment of KPMG as the auditors for HHS for the fiscal year 2022/23 as outlined in report 2022 06 AC-008.

CARRIED

5. Resource Committee Meeting – June 9, 2022

5.1 Project Odyssey, (Verbal Update)

The Chair invited Dave McCaig to provide an update on Project Odyssey (Epic). Dave provided highlights of the operational successes including implementation of a strong incident management system. Dave shared that Go Live had offered great social media opportunities and advised that the MyChart webpage is now the second most-visited page on the HHS website

Dave described some significant issues during the launch of Epic and how some were very rapidly dealt with while others continue to be worked on by the team. Dave outlined the top 10 integrated issues including challenges with patient flow involving the discharge process and issues with printers. There were various other kinds of issues around the program itself, and others around broader issues. The Board heard that Michele's team is leading the process of resolving Helpdesk tickets and continuing as a support system for Epic and that Command Centre calls are moving from once a day to once a week.

Dave acknowledged the tremendous amount of time and the cross-organization effort made to try to manage issues on launch day. Dave thanked and congratulated every leader and Management across the organization that assisted with navigation and resolution of issues as they arose.

The Board offered gratitude and thanks to everyone for their work on Epic.

6. Medical Advisory Committee

6.1 MAC Board Report – June 8, 2022

Dr. Smita Halder provided a report on the June 8, 2022 MAC meeting advising that discussions had occurred on the launch of Epic and experiences using Epic were shared. Smita advised that there was an overall consensus of embracing the change. She advised that, personally, Epic has transformed the way she runs her clinic and she finds the use of the system more streamlined and efficient.

Smita provided further highlights of the meeting including an update on the MAID program by Dr. Andrea Frolic and an update on Project Odyssey by Dr. R Lloyd. A presentation was also provided with information on the work of the OHT/GHHN and the role for Hamilton Health Sciences.

The following motion was moved by Bill Laidlaw and seconded by Rob Galaski:

THAT the Board of Directors receives for information the MAC Board Report for June 8, 2022

CARRIED

7. Foundation Report to the Board

The following motion was moved by Catherine Gaulton and seconded by Andrea McKinney:

THAT the Board of Directors receives for information the Foundation Report.

CARRIED

8. Compensation Subcommittee Meeting – June 9, 2022

At the request of the Chair, the meeting moved in camera. All Management and guests departed the meeting and the Independent Directors and CEO remained to discuss the Compensation Subcommittee Reports.

Refer to in-camera minutes

After business related to the Compensation Subcommittee reports was completed, the meeting moved out of in camera session.

9. Other Business

There was no other business.

10. Adjournment

At the call of the Chair, the meeting adjourned at 5:10 pm.

11. Independent Directors Session and CEO

12. Independent Directors Session

12.1 Board Self-Assessment Survey Results

12.2 Board Meeting Evaluation

12.3 Annual Performance Evaluation Results of CEO for 2021/22